In Search of Best Practices									AVERAGES Answer E I D	
Instructions:  Please select with a "X" all the answers that apply to each question.										FIRSTGOV
Using a 5-point scale, please use the right columns to evaluate the effectiveness, importance, and difficulty of each Web practice.  5=Completely; 4=Very; 3=Somewhat; 2=Not very; 1=Not at all	E I D	E I D	E I D	E I D	E I D	E I D	E I D	EIDEI	n	E I D
To what extent does your organizational leadership consider the Web to be										
integral to your organizational activities?  Completely Mostly Somewhat Little	C 5 5 3 5	C 4 5 2	C 4 5 5 C	5 5 4 5	\$ <u>3 5 4</u>	C 5 5 5 5	M 4 5 3 4	M 3 5 4 M 3 4	4 5.	C 5 5 2
Not at all  2. To what extent do employees at all levels of your organization consider the Web to be integral to organizational activities? Completely	M 4 5 4	M 3 4 2	S 3 5 5 N	v1 <u>4 4 5</u>	S 3 4 4	M 4 5 4	M 4 5 4	S 3 5 5 C 4	5 3 <b>3.8</b> 3.6 4.7 4.0	C 4 5 3
Mostly Somewhat Little Not at all										
3. To what extent does your organization coordinate Web infrastructure, content, and other Web activities?  Completely  Mostly Somewhat Little	M 5 4 2	M 4 4 4	S 3 5 5 N	4 5 4	M 4 4 4	M 4 5 5	M 4 5 4	M 4 5 2 M 5 5	5 5 3.9 4.1 4.7 3.9	M 4 5 3
Not at all  4. To what extent is your organization's Web strategy eligned with the organizational mission?  Completely Mostly Somewhat	C 5 5 3	C 5 5 2	S 3 5 4 0	5 5 5 5	M 4 5 4	C 5 5 5 5	\$ <u>4 5 2</u>	M 4 5 2 M 4	<b>4.2</b> 4.3 4.8 3.3	M 4 5 3
Little Not at all  5. To what extent do you involve all stakeholders (executives, IT developers, content providers, customers) in the development of new Web functionality?	<b>C</b> 5 5 4	<b>M</b> 4 4 2	S 4 5 4 N	<b>vi</b> 4 5 5	<b>M</b> 4 5 5	<b>S</b> 4 3 3	<b>S</b> 4 5 4	C 5 5 5 M 3	4 5 <b>3.9</b> 4.1 4.6 4.1	<b>C</b> 5 5 2
Completely Mostly Somewhat Little Not at all	5	4	3	4	4	3	3	C 5 5 5 5 M 3		5
To what extent does your organization ensure that Web activities fit within the IT Enterprise Architecture?     Completely     Mostly	E I D M 4 3 3		E I D M <u>3 5 4</u> C			E I D M 4 5 4		E I D E I S 3		E I D M 4 5 3
Somewhat Little Not at all										

7. To what extent does your organization control new Web development?	<b>M</b> 5 5 4	<b>M</b> 3 4 4	L 2 4 5	C _ 5 5 3	<b>M</b> 4 4 4	M 4 4 4	<b>S</b> 3 3 4	M 4 5 4	S 3 4 4	<b>3.7</b> 3.7 4.2 4.0	M 4 5 4	
. To what cause does your organization control new web development?  _ Completely _ Mostly _ Somewhat _ Little _ Not at all	4	4	2 2 4 5	5	4	4 4 4	3 3 4	4	3 3 4 4	West   U.2   4.0	4	
8. To what extent does your organization's Web presence use a consistent page design?  Completely  Mostly  Somewhat  Little  Not at all	C 5 5 4	M <u>5 5 2</u>	S 3 4 4	M 4 5 3	M 4 5 4	C 5 5 4	C 4 4 3	S 3 5 4	M 4 4 3	<b>4.1</b> 4.1 4.7 3.4	C 5 4 3	
9. What processes does your organization use to approve new Web content?  Text and images:  Peer review  Supervisory review and approval  Executive management approval  Other	P 5 5 3 S 5 5 3 O 5 5 3 Written standards	P 4 3 3 8 4 3 3 E 4 3 3 O 4 3 3 Web Council	0 4 5 3 Federated editorial process	P 4 5 4 S 4 5 4 E 4 5 4	P 4 4 3 S 4 4 3 E 4 4 3	S 5 5 4 E 5 5 4	\$ 2 4 3 E 3 4 4 O 4 3 2 Public Affairs review for consistency	\$ 5 5 2 E 5 5 2	P 4 4 4 S 4 4 4	P=5 4.2 4.2 3.4 S=8 4.1 4.4 3.3 E=6 4.2 4.3 3.3 0=4 4.3 4.0 2.8	P 5 5 2 S 5 5 2	96.0 98.0 74.0 <b>4.2 4.3 3.2 Weighted</b> 4.2 4.2 3.2 unweighted
Applications:  Supervisory review and approval  Business planning and project planning  Executive management approval  Usability testing  Other	S 5 5 4 B 5 5 4 E 5 5 4 U 5 5 4	S 4 3 3 B 4 3 3 E 4 3 3 U 4 3 3	\$ 4 5 3 B 4 5 3 U 4 5 3 O 4 5 3 Federated editorial process	\$ 5 5 4 8 5 5 4 E 5 5 4 U 5 5 4	S 3 4 5 B 3 4 5 E 3 4 5 U 3 4 5	S 4 5 4 B 4 5 4	<b>S</b> 2 4 4 <b>O</b> 3 3 4  IT Deployment Review	S 4 5 1 B 4 5 1 E 4 5 1 U 4 5 1	S 4 4 4 O 4 4 4 we don't	S=9 3.9 4.4 3.6 B=7 4.1 4.6 3.4 E=5 4.2 4.4 3.4 U=6 4.2 4.5 3.3 O=3 3.7 4.0 3.7	S 4 5 4 B 4 5 4 E 4 5 4 U 4 5 4	121.0 133.0 104.0 <b>4.2 4.6 3.6 Weighted</b> 4.0 4.4 3.5 unweighted
10. What processes does your organization use to verify the integrity and validity of content over time?  Ad-hoc content review by individual content owners Review by individual content owners based on content type (for example, news more often than science) Periodic review by central manager based on content type (for example, news more often than science) Automated review using content management software rules and tools	A <u>5 5 5</u>	A 4 5 4 P 4 5 4	A 4 5 2  AR 4 5 2	A 4 5 4 R 4 5 4	A 4 4 3 A 4 4 3	P 5 5 4  O 5 5 4  Quarterly certifications required; semi-annual QC peer reviews	management accountability for	R 4 5 3 P 4 5 3 AR 4 5 3	A 4 5 5 R 4 5 5	A=8 4.3 4.9 3.6 R=4 4.0 4.8 3.8 P=3 4.3 5.0 3.7 AR=2 4.0 5.0 2.5 0=2 4.0 4.5 4.0	A 5 5 3 R 5 5 3 P 5 5 3  O 5 5 3 in process of implementing CMS	79.0 92.0 68.0 <b>4.2 4.8 3.6 Weighted</b> 4.1 4.8 3.5 unweighted
Other  11. How does your organization decide when to archive out-of-date content?  Ad hoc manual review and approval  Periodic manual review and approval  Scheduled automated process	P 4 4 3	P 4 4 4	<b>s</b> 5 4 2	A 3 4 4 P 3 4 4	<b>A</b> <u>3 4 4</u>	A 5 5 4 P 5 5 4 O 5 5 4 Quarterly certifications and QC reviews catch	A 3 4 4	A <u>3 4 3</u>	P 3 3 3 3 S 3 3 3	A=5 3.4 4.2 3.8 P=5 3.8 4.0 3.6 S=2 4.0 3.5 2.5 0=1 5.0 5.0 4.0	A 4 5 3 P 4 5 3 O 4 5 3 in process of implementing CMS	49.0 53.0 46.0 <b>3.8 4.1 3.5 Weighted</b> 4.1 4.2 3.5 unweighted
Other  12. How does your organization manage content that you co-own with partners?  You manage at your site  Partner manages at partner site  Third party manages at third-party site  Shared management	E I D	E I D	E I D	E I D	E I D Y 3 4 4 P 3 4 4 T 3 4 4	most out-of-date content  E I D  O 3 5 5	E I D Y 4 4 3 P 4 3 3 T 3 3 3	E I D	E I D	Y=2 3.5 4.0 3.5 P=2 3.5 3.5 3.5 T=2 3.0 3.5 3.5 S=4 3.3 3.3 2.8 0=1 3.0 5.0 5.0	E I D Y 4 4 3	36.0 40.0 37.0 3.3 3.6 3.4 Weighted 3.3 3.9 3.7 unweighted
Other						Not many examples of this, but if we have any ownership, then it must meet our standards				N/A=2		

13. How does your organization ensure easy Web navigation as the Website changes?      Ad hoc process     Ongoing evaluation as content evolves     Periodic redesign of navigation as content evolves     Enterprise information architecture allows new content without     complicating navigation	OE 5 5 3 P 5 5 3	P <u>5 5 3</u>	OE <u>4 5 2</u> E <u>4 5 2</u>	OE 5 5 3 P 5 5 3	A 3 4 5 OE 3 4 5 P 3 4 5	We have a standard template that is mandated; web team	P 4 5 3	OE 4 5 4 P 4 5 4		0E=6     4.2     4.7       P=8     4.4     4.8       E=1     4.0     5.0	6.0 A 4 5 4 8.5 OE 4 5 4 8.6 P 4 5 4 8.0 E 4 5 4 8.0 O E 4 5 4	72.0 80.0 61.0 4.2 4.7 3.6 Weighted 4.1 4.7 3.6 unweighted
Other  14. How does your organization optimize the effectiveness of your search tool?  Keywords from standardized taxonomy  Careful data management for information records  Careful use of metatags  Development of an in-house search tool  Contract for commercial search engine  Other	K 5 5 3 CU 5 5 3	0 2 5 3 Using the FirstGov.gov search	K 4 5 4 CU 3 5 5 CO 3 4 4	K 3 5 3 CO 3 5 3	CO 3 3 3 3 0 4 4 4 4 Metrics	controls posting rights  O 3 4 5  Our search engine is managed by our CIO,	K 4 5 4  D 4 4 3  O 4 5 4  Metadata catalog used to enhance search	K 4 5 2 CD 4 5 2 CU 4 5 2 D 4 5 2	0 3 3 5 We don't	CD=2 4.5 5.0 CU=3 4.0 5.0 CU=3 4.0 4.5 CO=3 3.0 4.0 CO=3 CO=3 CO=3 CO=5 CO=5 CO=5 CO=5 CO=5 CO=5 CO=5 CO=5	3.2 CU 4 5 5 5 5.3 CO 5 5 5 5 we employ a government-wide search to	74.0 92.0 67.0 3.7 4.6 3.4 Weighted 3.8 4.6 3.2 unweighted
15. To what extent does your organization lean toward a geographically centralized Web infrastructure?  Completely Mostly Somewhat Little Not at all	C 5 5 2	S 4 3 4	\$ <u>3 4 5</u>	M 4 4 3	M 2 3 4	with web team input  C 5 5 5 5  5	C 5 5 3	\$ <u>3 5 5</u>	N 3 3 3	3.7 3.8 4.1	1.8 C 5 5 3	
16. To what extent does your organization standardize on one Web hardware and software platform?  Hardware:  Completely  Mostly Somewhat Little Not at all Software:						M 4 5 4  M 4 5 4				3.8 3.7 4.0 : 4.0 3.8 4.2 :	5	
Completely Mostly Somewhat Little Not at all												
17. How well staffed are your Web activities?  Very well staffed Adequately staffed Unevenly staffed Poorly staffed To what extent is your organization's Web staff adequately trained?	C _ 5 5 2	L 4 4 4	S 3 5 4	M 3 4 4	M 4 5 4	A 3 5 5 5 C C 5 5 5 4	S 3 4 4	V 5 5 2 5 C 5 5 1		2.8 3.8 4.7 of Different scale; excluded from column totals below 3.8 3.9 4.4		
Completely Mostly Somewhat Little Not at all  19. To what extent are your Web staff positions appropriately classified and at the appropriate grade for the work they do?	<b>M</b> 5 5 2	M 4 4 4				5 M <u>4 5 5</u>				<b>3.4</b> 3.8 3.8 ;		
Completely Mostly Somewhat Little Not at all	4	4	2	3	4	M 4 5 5	3	4	3		5	

20. To what extent does your organization adequately reward Web staff for good performance?  Completely Mostly	M 5 5 4	M 4 4 4	<b>S</b> 2 4 5	M 3 4 4	S 3 4 4	M 4 5 5	L 3 4 4	C 5 5 1	\$ <u>3 3 3 3</u>	<b>3.6</b> 3.6 4.2 3.8	C 5 5 2	
Somewhat Little Not at all  21. What Web activities does your organization outsource? Human resources:												
None Content design and development Content management Data and information management IT operations and maintenance	CD 4 3 3  D 4 5 2  IT 5 5 3	CD 5 3 2 IT 5 3 2	CD 4 5 3 CM 3 4 4 IT 5 5 3		4 4 2 4 4 2 4 4 2 4 4 2	CD 5 5 4 	CD 4 3 2  D 4 4 3  IT 3 4 4	CD	N 3 3 5		IT .	111 111.17 76.333 <b>4.1 4.1 2.8 Weighted</b>
Customer service Help desk Project management All Other			HD 3 4 5 PM 4 5 5	0 5 3 3	4 4 2 4 4 2 4 4 2 Added to the above totals	0 5 5 4	CS 4 4 2 HD 4 4 3	HD			CS HD	4.0 4.1 2.8 unweighted
Unler				Frequently asked questions		Technical support, including design, dev and maintenance are outsourced but they follow specific directions of Dept Web				<u>u=2</u>		
IT resources:  None Networks Servers Databases Telephony Other	NW 4 3 3 S 4 3 3 D 4 3 3	0 5 3 2	NW 5 5 5 5 S S 5 5 D 5 5 5	N	N 4 3 2	Team	NW 4 4 3 T 4 4 2		N 3 3 4	N=3 3.5 3.0 3.0 NW=3 4.3 4.0 3.7 S=2 4.5 4.0 4.0 D=2 4.5 4.0 4.0 T=1 4.0 4.0 2.0 0=2 4.5 4.0 3.5	S	54.5 49 45 4.2 3.8 3.5 Weighted 4.2 3.8 3.4 unweighted
		Q&A knowledge base				Tech support is outsourced, but government staff provide management and oversight						
22. How well funded are your Web activities?  Very well funded Adequately funded Unevenly funded Poorly funded Other	A 3 5 5 4	A 5 5 4	U <u>3 5 5</u> 2	A 3 5 3	U <u>2 5 5</u> 2	A 4 5 5	U <u>3 5 4</u> 2	V <u>5 5 1</u>	U 4 4 5	2.8 3.8 4.9 4.0 Different scale; excluded from column totals below	A 5 5 3	
How are Web activities accounted for in your organization's budget?  — Overhead	E I D	E I D	E I D	E I D	E I D	E I D	E I D	E I D	E I D		E I D	44 50 46
Web activities line item Cost-recovery Part of core mission activities Contract cost Combination of the above Other	W 4 3 3 CC 4 3 3	C 3 4 4	C 4 5 5		O 2 5 4 IT Line Item, Metrics	W 4 5 5 C 4 5 5	<b>C</b> 3 3 4	<b>C</b> 4 4 2		W=2 4.0 4.0 4.0 CR=0 P=0 CC=1 4.0 3.0 3.0 C=6 3.8 4.3 3.8 O=1 2.0 5.0 4.0	W 4 4 3 P 4 4 3 CC 4 4 3	3.7 4.2 3.8 Weighted  3.5 4.1 3.8 unweighted
24. How does your organization identify the kinds of customers you serve on the Web?  — Cookies  — Customer registries  — Customer feedback	CF 5 5 3	CR 4 3 3 CF 5 5 2	CR 3 3 2 CF 3 4 4	CR 5 5 3 CF 5 5 3	CR 2 3 4	CF 4 5 4	CF 4 5 3	CF 4 5 2		C=0 CR=4 3.5 3.5 3.0 CF=7 4.3 4.9 3.0	CR 5 5 2 CF 5 5 2	96 104 69 <b>4.2 4.5 3.0 Weighted</b>
Customer surveys Other	cs 5 5 3	CS 5 5 2	CS 4 5 3		CS 4 3 3		CS 4 5 3 0 4 5 3 Focus groups	cs 4 5 2	<b>CS</b> 4 3 3	CS=9 4.3 4.6 2.9 0=3 4.3 5.0 3.3	CS 5 5 2	4.1 4.5 3.1 unweighted

25. To what extent does your organization translate Web analytics or customer feedback into improvements to your Websites?  Completely Mostly Somewhat Little Not at all	C 5 5 4	M 5 5 3	M 4 5 4	M 4 5 4	S <sub>3</sub> 4 5 4	C 5 5 4	M 4 5 3	S 4 5 2 M	4 4 3	4.0 4.3 4.9 3.4	M 5 5 4		
28. How does your organization measure Web customer satisfaction?  Web-based pop-up surveys  Written or email customer surveys  Customer focus groups  Customer feedback from "contact us" on Websites  Customer mail  Face-to-face contact with customers at special events  Other	WP 5 4 3	WP 5 5 2  CF 5 5 4  CU 5 5 2  F 5 5 3	CF 3 4 3 CU 3 4 4	WP 4 4 4 4 4 4 CF 5 4 4 CU 5 5 3 3 CM 4 3 3 F 4 3 3	WP 3 4 4 CU 3 3 4 4	CU 5 5 4	WP 3 4 3 WE 3 4 3 CF 4 4 4 CU 4 4 3 CM 3 3 3 3		J 3 3 3 3 4 4 3 3 ab surveys, but not up up	WP=8 4.1 4.5 3.1 WE=4 4.0 4.5 3.3 CF=6 4.3 4.5 3.5 CU=9 4.1 4.2 3.1 CM=3 4.0 3.7 3.3 F=5 4.4 4.6 3.2 O=1 4.0 3.0 3.0	WP 5 5 2  CF 4 4 3  CU 5 5 4  CM 5 5 2  F 5 4 4  O 5 5 3  usability testing; web traffic logs		6 116 3.2 Weighted
27. What performance measures does your organization use to evaluate Web management?  — Web-customer satisfaction  — Absence of customer complaints  — Accomplishment of Web goals  — Accomplishment of program mission  — Staying on budget for Web projects  — Executive and management satisfaction with Web presence	W 5 5 4  AW 5 5 4  E 3 3 4	W 5 5 2  AW 5 5 2  S 5 5 3	W 4 5 3 AC 3 4 1 AW 4 3 3 S 5 5 3 E 5 5 3	W 4 4 3 AW 4 5 4 AP 4 5 3 S 4 4 3 E 5 5 3	W 3 5 4  AW 3 5 4  AP 3 5 4  S 3 5 4  E 3 5 4		W 4 4 3 AW 5 4 4 S 4 5 4 E 4 5 3	AW 4 4 2 E	4 3 3 2 3 3 	W=8 4.1 4.5 3.4 AC=2 2.5 3.5 2.0 AW=8 4.3 4.6 3.5 AP=3 3.7 5.0 4.0 S=5 4.2 4.8 3.4 E=8 3.9 4.5 3.5 O=1 4.0 5.0 5.0	W 5 5 4 AC 5 5 3 AW 5 5 4 AP 5 5 4 S 4 5 5 E 5 5 2 O 5 5 3 web traffic, awards, press coverage	4.0 4	0 121 <b>3.5 Weighted</b> 6 3.5 unweighted
28. How did your organization svolve into a best practices Web organization?	216 208 150 4.6 4.4 3.19 See Chanter 3. "Steps	191 184 134 4.15 4 2.91	188 239 194 3.48 4.43 3.59	206 223 177 4.04 4.4 3.47	179 220 197 3.25 4 3.58	mission to the websites 232 256 226 4.3 4.7 4.19	190 217 169 3.52 4 3.13	179 213 108 3.89 4.6 2.35	131 136 142 3.28 3.4 3.55	65.9 75.8 62.9 3.9 4.5 3.7 Type 1&3, Responder  51.8 56.2 44.0 4.0 4.3 3.4 Type Two, Respondents	185 198 135 4.5 4.8 3.3	1	

## 29. What are the key steps organizations need to take to reach your level of maturity in Web management?

			-		In			
Commitment from the top.		Engage your senior					Building executive support is	
Resources. The right people		leadership in how the Web	Web Management Team with			understanding of how the	the most crucial element.	of the Internet.
in the right jobs. Passion to	2. Involve content providers	works for that Agency.		in grad school! Get senior	leadership and recognition of		After that, you must ensure	2. Develop a vision that aligns
serve citizens via the web.	and upper management in	Involve the staff in shaping	record of success in				adequate resources,	with organizational
Bosses who let web	standards development.	how the work is done. E.g.	managing websites. Provide		strategic planning of the web		including a full-time staff.	objectives.
managers do their jobs.	<ol><li>Enforce those standards.</li></ol>		adequate funding. Audience:				Involving stakeholders is	3. Hire the right people and
	4. Follow industry best	Engage external users to					essential, and agencies	manage them effectively.
	practices for Web design	define how they want to	find out what they're looking		broadened training;		should strive to keep up with	
	and usability.						advancing technology.	
	5. Involve content providers	the Web. Continually use		foundation and the details;	technologies and always		Finally, frequent	
	in the web design process.	feedback to improve the		give programs the	producing new content.		communication with, and	
	6. Be customer centric.	Web site. Continue t		responsibility for their			feedback from citizens is	
		educate yourself on the state		content, but give one office			essential.	
		of the Web and best		overall oversight and ultimate				
		practices in the field.		control; have a minimum				
				number of program "editors"				
				from whom you will accept				
				content; be collaborative in				
				developing all aspects of the				
				site, but make decisions that				
				are in the best interests of				
				the site; devote adequate				
				agency resources (people as				
				well as money); recognize				
				that creating AND				
				maintaining a quality website				
				requires ongoing work from a				
				lot of people and is a multi-				
				year process.				
				GSA is about mid-way in the				
				process to revamp the				
				agency's web presence. We				
				began with the portal and				
				that work is ongoing. We				
				have taken on the larger task				
1				of GSA's total web presence				
1				and are working to bring as				
		l .		much content onto the portal				l l
				ac ic faacible	1			

1) Achieve high level support in your organization for your web presence.

2) Define the purpose of the website, know your customers and their information needs, and know what you have to offer them.

3) Ensure that the website is fully integrated into day-to-day business processes of the organization and reflects the organization is corporate identity. Educate staff that the web is a primary tool to achieve the agency's mission.

4) Develop performance measures and goals: a) customer satisfaction, b) usability, c) accessibility, d) alse performance, e) quality, accuracy, and currency of content, f) compliance with legislation, policies, and agency priorities, g) marketing and reach, h) external validation — benchmarking, press, awards, etc.

5) Review customer and web analytics to measure how well you're meeting your performance goals and improve the site accordingly.

6) Maintain a web team that focuses on the customers and understands the public's perspective (e.g. customers may not know how the government is organized). Keep your team motivated by tying the 7) Develop clear business rules, workflow and conte 8) Partner with other agencies to share knowledge at